



# Connecticut Rail Station Governance Study

Connecticut Department of Transportation  
Public Bureau of Transportation



# CONNECTICUT RAIL STATION GOVERNANCE STUDY

PRESENTED TO THE

CONNECTICUT PUBLIC  
TRANSPORTATION COMMISSION

FEBRUARY 2004



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# TODAY'S PRESENTATION

FEB. 2004



Study Goal

Highlights of Study Products

Status of Study

Upcoming Tasks



Connecticut Rail Station  
Governance Study

Connecticut Department of Transportation  
Public Bureau of Transportation

STUDY TEAM

FEB. 2004



Urbitran Associates, Inc.

Parsons, Brinckerhoff, Quade & Douglas

Chance Management Advisors

Seward and Monde

Day, Berry & Howard, LLP



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# MISSION STATEMENT

FEB. 2004



*To Develop a Governance Policy and Financial  
Policy which Improves Current Conditions and  
Offers Improved Quality of Service for Our  
Riders*



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# PHASE ONE REPORTS

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- Summary of Stakeholder Interviews
- Customer Opinion Survey
- Parking Inventory and Utilization
- Engineering Conditions Survey
- Station Lease Review
- Station Operations and Management Review
- Station Financial Review
- Phase One Report

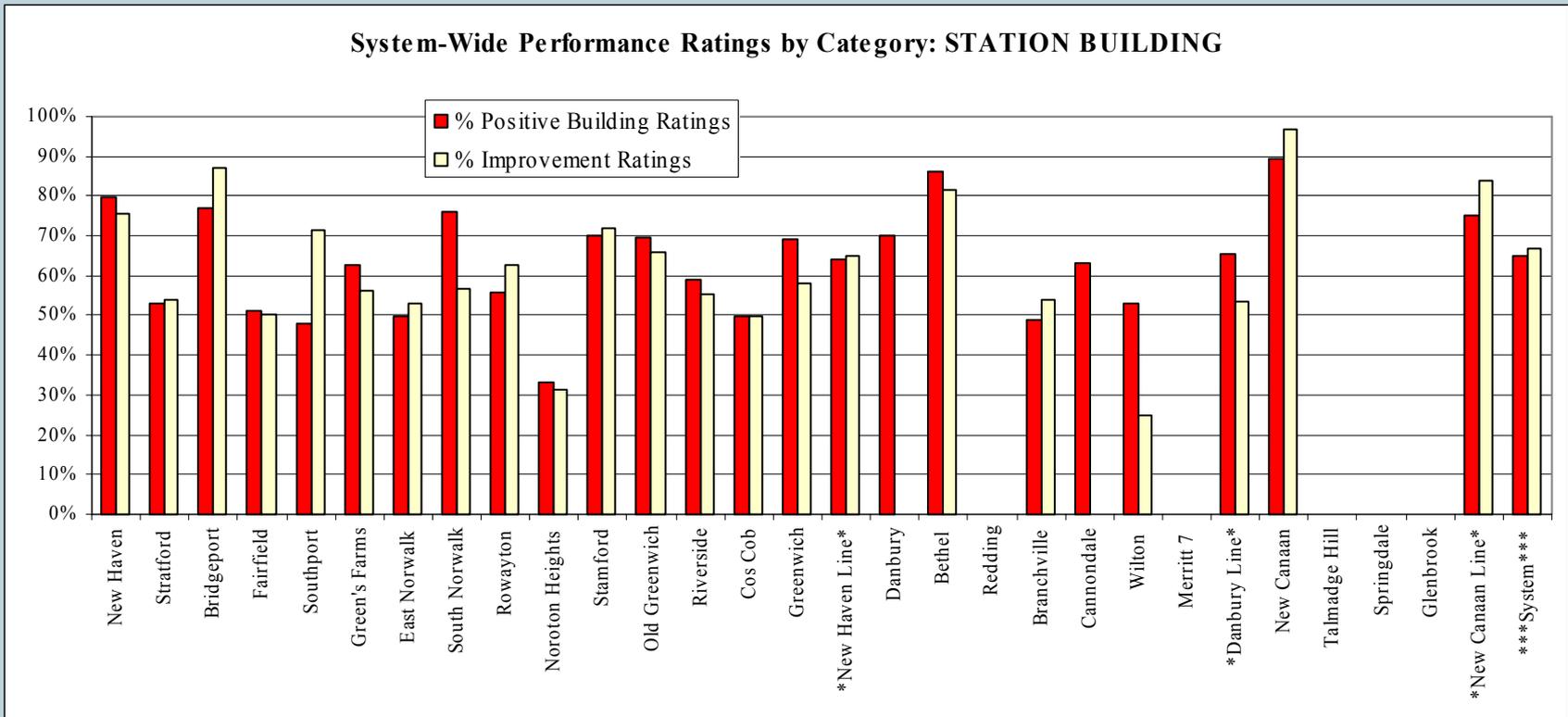


- Twenty communities, seven bus operators, six regional planning agencies, CDOT
- Topics included
  - Vision for rail service
  - Customer/community perceptions
  - Leases and responsibilities
  - Facilities and services, and
  - Long range planning
- Issues
  - Home rule vs. CDOT control
  - Clarity of leases
  - Division of responsibilities
  - A broader agenda for creating quality rail service



## BUILDING RATINGS BY STATION

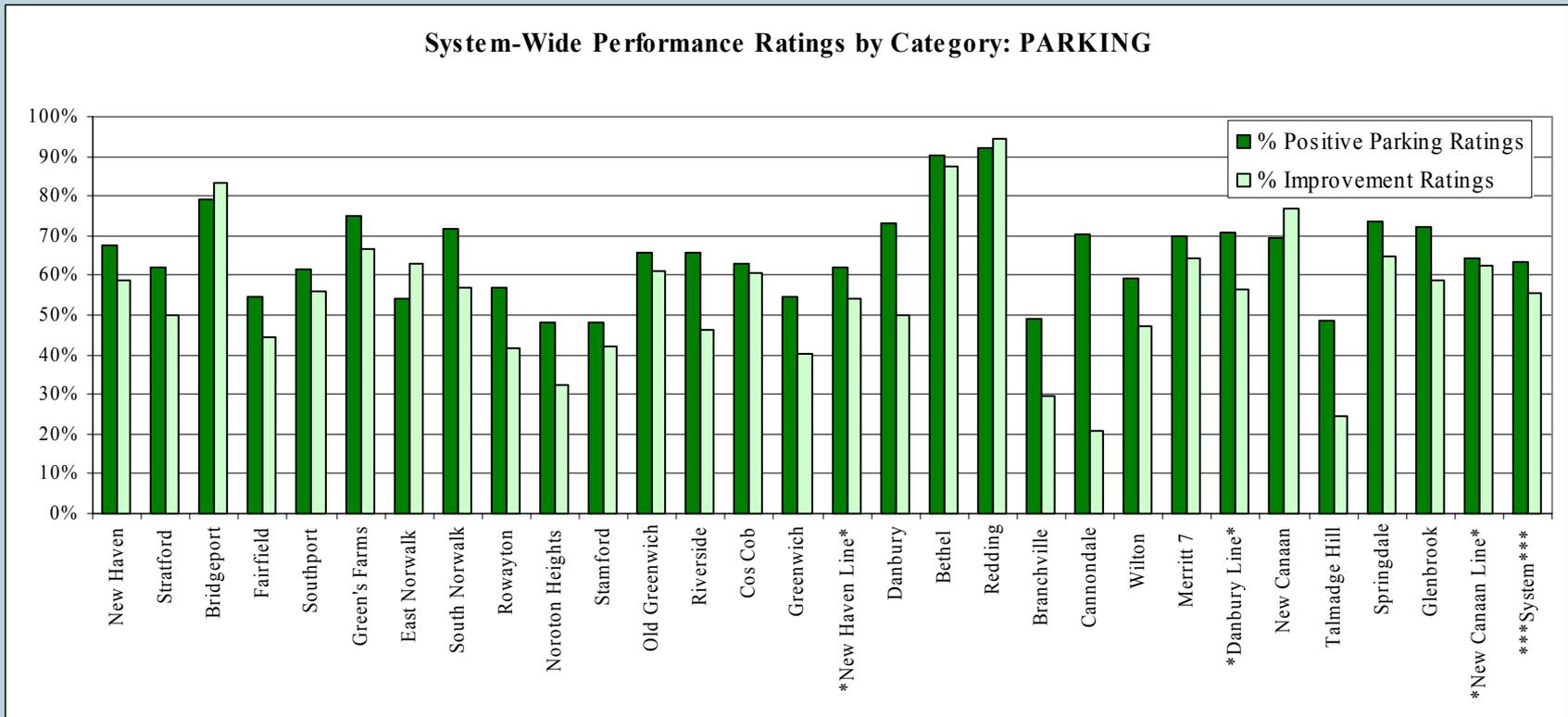
System-Wide Performance Ratings by Category: STATION BUILDING





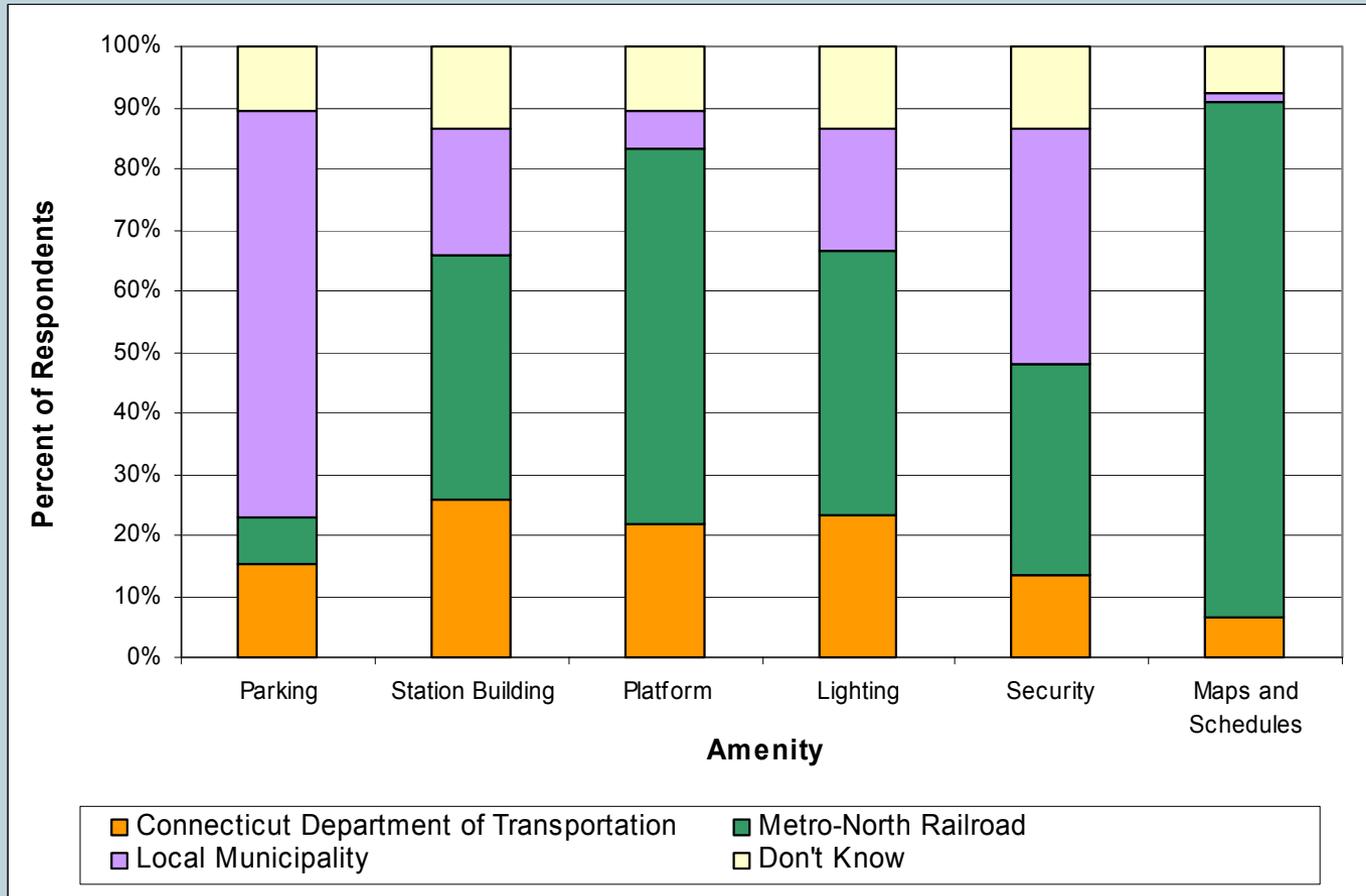
## PARKING RATINGS BY STATION

System-Wide Performance Ratings by Category: PARKING



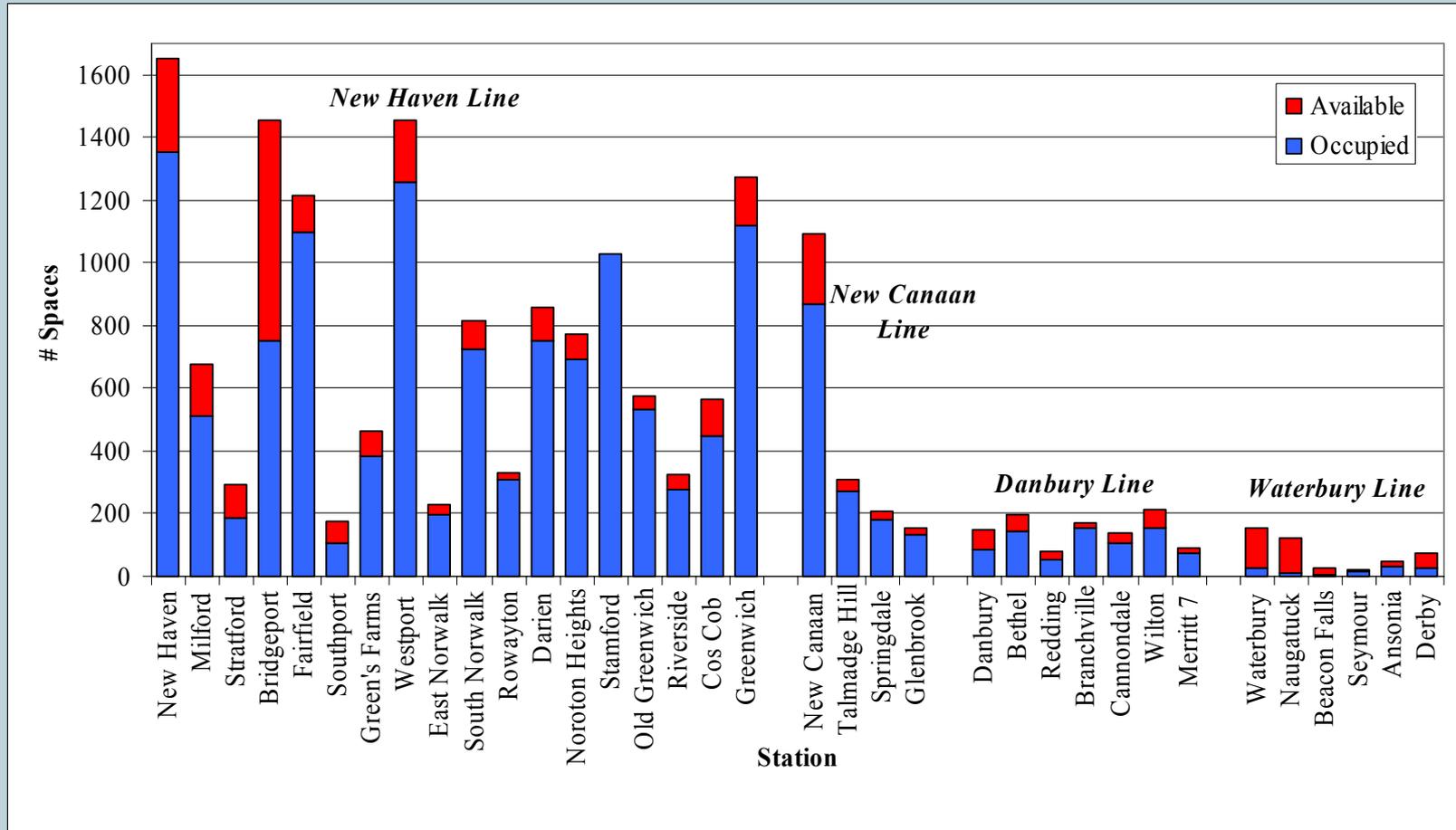


## PERCEPTION OF STATION RESPONSIBILITY BY AGENCY





## PARKING CAPACITY AND UTILIZATION



TOTAL: 17,427 SPACES, 14,062 UTILIZED, 80.7%



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# PARKING INVENTORY

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## SAMPLE AERIAL PHOTOGRAPH: DARIEN





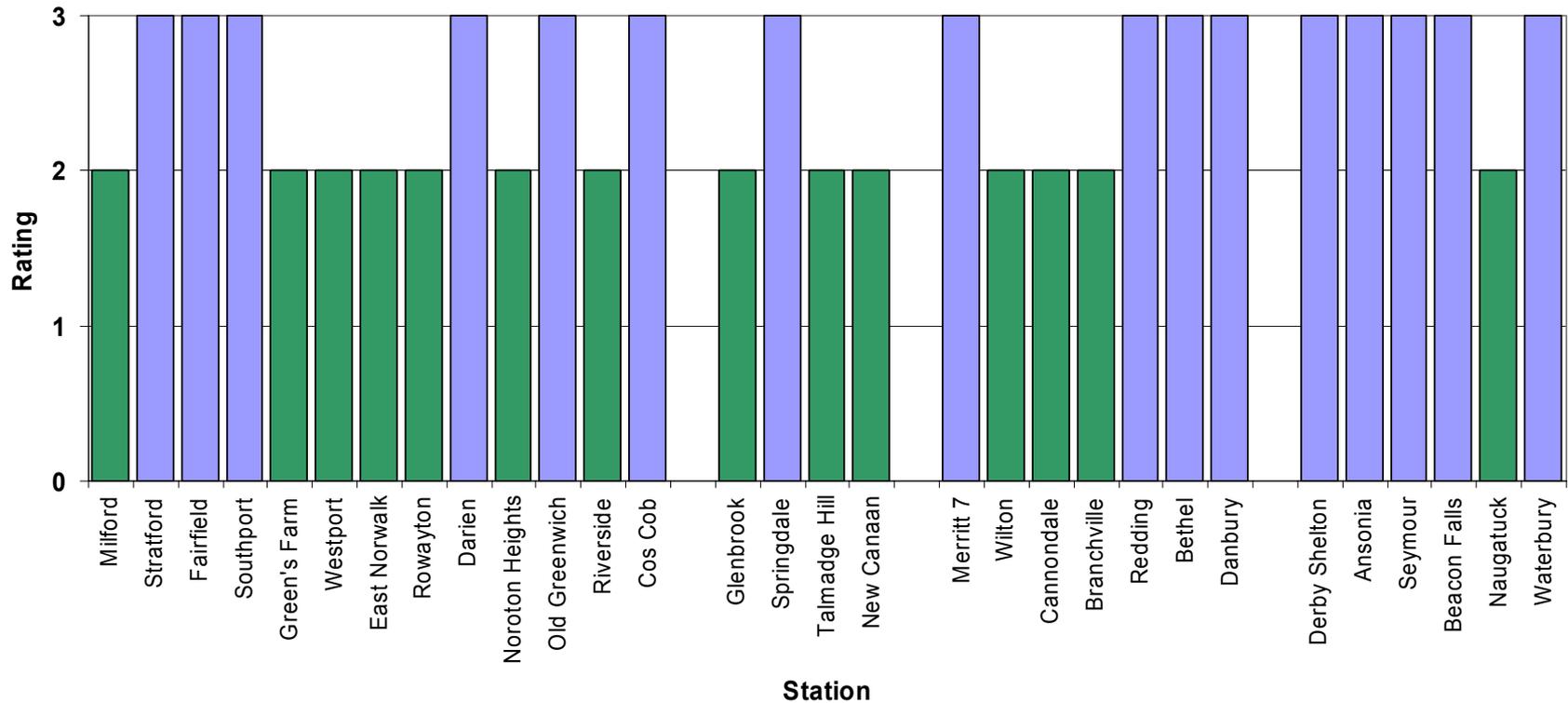
## ENGINEERING CONDITIONS RATING SCALE

1. Totally deteriorated or in failed condition.
2. Serious deterioration or not functioning as originally designed.
3. Minor deterioration but functioning as originally designed.
4. New condition. No deterioration.



## SUMMARY OF CONDITIONS RATINGS BY STATION

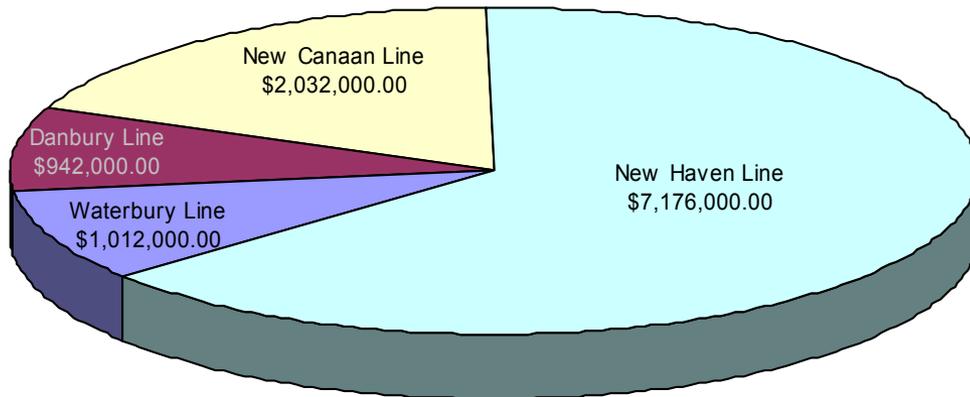
General Engineering Recommendation by Station and Line





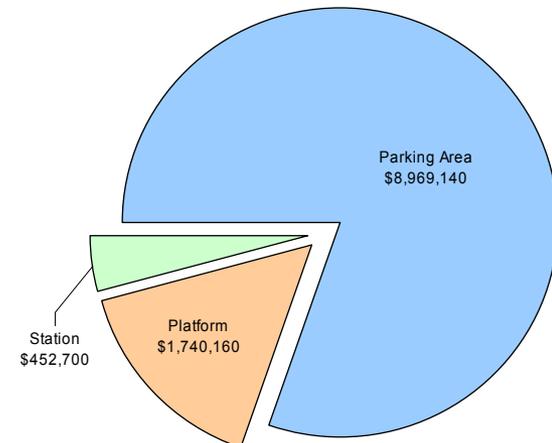
## ESTIMATED IMPROVEMENT COSTS TO BRING TO STATE OF GOOD REPAIR

**Estimated Cost of Engineering Improvements by Line**



TOTAL COST: \$11,162,000

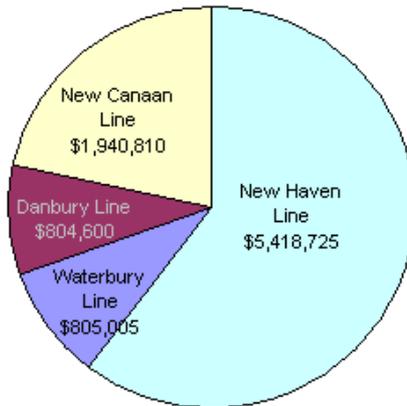
**Breakdown of Estimated Costs by Category**



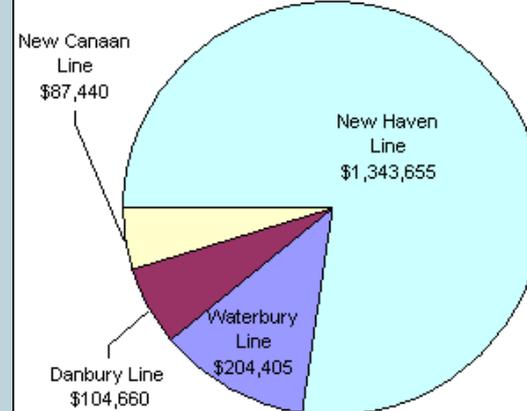


## DETAILED COSTS BY CATEGORY

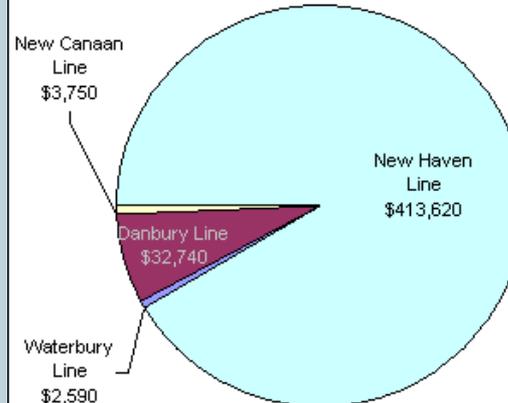
Estimated Cost of **Parking Area** Improvements



Estimated Cost of **Platform** Improvements



Estimated Cost of **Station** Improvements





- Examination of Governance Mechanisms
  - 27 leases
  - 1 license agreement
  - 5 CDOT ownership/operation
  - 2 local ownership/operation
- Issues
  - Lack of consistency, particularly among leases
  - Unclear definition of terms and responsibilities
  - Inconsistent financial reporting and monitoring
  - No operating model



- Purpose
  - Define organizational structure, management and operations practices at each station
  - Identify division of responsibilities among local communities, CDOT, and MNCR
- Issues
  - Large variation in attention given to the stations
  - Very few written policies and procedures and no published organization charts
  - Locally determined parking rates and parking supply for leased stations
- Result
  - Inconsistent quality among the stations and parking facilities
  - Lack of consistency and system identity for the rail program



- Objective
  - To determine the cost of operating the station buildings and parking facilities, and revenues generated
- Findings
  - No standard reporting procedures and formats
  - Inability to consistently track station-related costs and revenues
  - Lack of budgets for station operations
  - True operating costs should include MNCR charges, CDOT administrative oversight, etc.



- Report Includes
  - Summary of existing conditions (from other reports)
  - Evaluation of current governance methods
  - Directions for change
- Evaluation Findings – Categories of Issues
  - Lease Inconsistencies and Enforcement
  - Quality and Identification Standards
  - Operations
  - Accountability
  - Management
  - Towns' Interest in Retaining Responsibility



- Items to be addressed in a future governance policy
  - Defined responsibilities
  - Consistency in lease terms
  - Consistency in financial information
  - Consistency in customer service and maintenance quality standards
  - Institution of operating model and procedures
  - Creation of a standard management program
  - Local needs and concerns



- Phase II (April 2004)
  - Survey of industry practices
  - Survey of private parking
  - Presentation of alternative methods of governance
- Final Report (June 2004)
- Public Meetings
  - Phase I Public Meeting (Winter/Spring 2004)
  - Final Report Meeting (Summer 2004)



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# SCHEDULE

FEB. 2004



Task	Description	2003												2004					
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1.1	Stakeholder Interviews						★												
1.2	Customer Opinion Survey	▲				★													
1.3	Products	■					■	■											
2.1	Parking Inventory/Utilization			★															
2.5	Product			■															
3.7	Deficiencies/Cost Estimates	■	■																
3.8	Products	■	■																
4.1	Legal/Contractual Review	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.2	Legal Review					★													
4.3	Financial Review	■	■	■	▲														
4.4	Operations Review	■	■	■	■	▲	■	■	■	■	■	■	■	■	■	■	■	■	■
4.5	Station Operations Evaluation					■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.6	Improvement Strategies						■	■	■	■	■	■	■	■	■	■	■	■	■
4.7	Products			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.1	Existing Governance Environment						■	■	■	■	■	■	■	■	■	■	■	■	■
6.0	Phase I Report										■	■	■	■	▲	■	■	■	■
7.1	Industry Survey										■	■	■	■	■	■	■	■	■
7.2	Private Parking Survey										■	■	■	■	■	■	■	■	■
7.3	Task 7 Product															■	■	■	■
8.1	Evaluation Criteria											■	■	■	■	■	■	■	■
8.2	Alternative Methodologies Report															■	■	■	■
9.0	Phase II report	■	■													■	■	■	■
10.2	Public Meeting															■	■	■	■
10.3	Internet Availability																■	■	■
11.0	Final Report																	■	■

▲ Draft Report  
★ Final Report

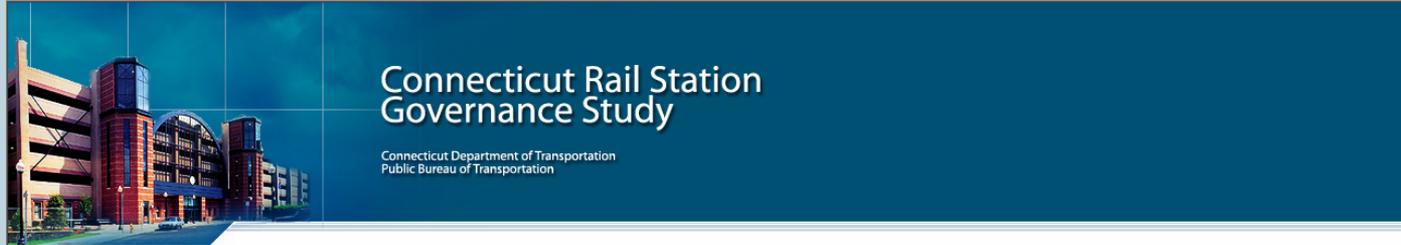


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# SNAPSHOT OF WEBSITE

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## Welcome

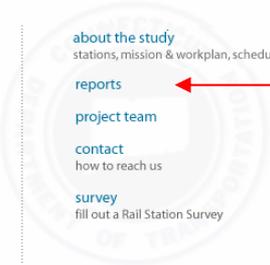
Welcome to the Connecticut Rail Governance Study Website.

The Connecticut Department of Transportation, Bureau of Public Transportation, is sponsoring this study to evaluate rail station parking and management along the Metro-North New Haven Line and the New Canaan, Danbury, and Waterbury Branches. The study will provide an assessment and related improvement recommendations with regard to facilities, management, and governance at the rail stations.

This website has been created to keep you informed of activities related to the study. The following information can be found on the links included on this site.

- An overview of the work plan for the study, including a mission statement and a list of stations included in the study.
- Study reports, which will be posted as they become available, for you to stay informed and comment on the study's progress.
- A description of the project team
- A contact and feedback form allows you to give us your input on the study and feedback on the reports and direction of the study.
- An interactive version of the windshield survey utilized during the study is included for you to provide information on those issues that guide the study process

Thank you for visiting the site. We hope you check back with us frequently to stay up to date with this important study.



**Finalized Reports available for download**

# www.ctrailgovernance.com

Conducted by Urbitran Associates, Inc., New Haven, CT

